



THE ROCKEFELLER UNIVERSITY

1230 YORK AVENUE

NEW YORK, NY 10021

JOSHUA LEDERBERG

PRESIDENT

2 October 1987

Ronald G. Crystal, M.D.
3746 Cumberland Street, NW
Washington, DC 20016

Dear Ron:

As you recall from our telephone conversations last May, my colleagues and I were stymied in developing an offer to you that would be consistent both with our priorities and resources as well as with your current support and your forthrightly stated aims. Despite our (now seemingly forlorn) hopes during our conversations with you between the fall of 1986 and the spring of 1987 -- and we greatly appreciated your cooperation in these lengthy discussions -- we were compelled to conclude that your potential transition here would be much more difficult than we had first visualized.

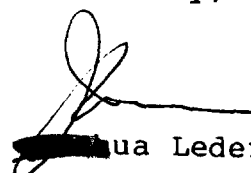
Further inquiries at Cornell clarified that, while you would be warmly welcomed as a member of the Pulmonary Division, the Department of Medicine could not offer resources such as space, funds, and paid fellows specifically assigned to you. These constraints on the development of your proposed programs thus compounded those imposed by our own limitations.

I should perhaps have written to you earlier, and more formally, to say how much we regretted this conclusion. Still I trust it is not too late to tell you of our warm respect for you personally and our very great regard for your professional achievements.

We wish you well and hope very much that your vigorous research program will continue to be as productive as it has been along so many fronts. You engendered the friendship of all who met you here at the Rockefeller, and we deeply regret that it was not feasible to conclude our negotiations at the high level of anticipation with which they began. I hope we can continue to meet to discuss scientific matters despite the closure of these discussions about relocating your labs.

bcc: Jan Breslow, M.D.
Attallah Kappas, M.D.
Rodney W. Nichols
Lila J. Magie

Sincerely,



Joshua Lederberg